



2022 Budget Presentation

Workshop Day 1

2022 Budget Workshops: Day 1

Agenda

- **Budget Process Overview and Strategic Priorities**

- **Finance Budget**

CFO Operating Budget

Farebox Services

Accounting

Budget and Financial Analysis

Supply Chain

Claims/Insurance

Fares

- **Enterprise Strategy Budget**

CESO Operating Budget

Information Technology

Operations Analysis and Solutions

Records Management

Continuous Improvement





2022 Budget Presentation

Overview and Strategic Priorities

2021 Mid-Year Update Executive Teams Goals & Initiatives



2021 Q3 Update:

24 Total Agency Goals & Initiatives:

- 6 initiatives completed/achieved
- 14 initiatives on track
- 4 initiatives in progress with slight delays
- 0 initiatives with significant delays or cancelled



2021 Goals & Initiatives: Service

Innovate service with a focus on customer experience	
●	Update UTA's Market Segmentation study to evaluate potential travel markets and recalibrate service as needed
●	Complete the Future of Light Rail Transit Study to help optimize operational efficiencies and accommodate future growth
●	Explore innovative technology solutions that meet customer travel needs with public and private partnerships
●	Develop strategy for investment in FrontRunner to improve reliability and frequency
●	Complete feasibility study of a parallel downtown SLC TRAX alignment to improve system-wide operational reliability and support area revitalization



2021 Goals & Initiatives: Service

Enhance core system performance	
●	Identify and enhance UTA essential service routes
●	Provide efficient and effective service focused on ridership, cost, reliability and minimizing service interruptions (KPI's)
●	Ensure safe and secure system with emphasis on avoidable accidents and police presence (KPI's)
●	Secure funding for fixed guideway improvements and studies
●	Navigate new normal (maintain situational awareness, monitor performance, and adjust as required)



2021 Goals & Initiatives: People

Engage and develop our workforce	
●	Begin implementation of Rail Maintenance Apprenticeship programs
●	Improve communications methods for front-line employees, to include a redesign and relaunch of UTA's Intranet resource
●	Promote enhanced health and wellness programs to create better opportunities for participation and use of current services
●	Maintain a focus on open communications with employees and their representatives, to include gathering feedback through UTA's Annual Engagement Survey
●	Review UTA's pension plan funding policy to ensure fund sustainability



2021 Goals & Initiatives: People

Connect and communicate with our community	
●	Redesign UTA Website for easier customer interface and enhanced customer experience
●	Develop a comprehensive program to improve access to the transit network through community partnerships and strategic investments
●	Expanded participation and information sharing across the transit industry
●	Continue to build customer confidence around the safety and disinfecting of our vehicles and facilities
●	Continue to develop a robust community engagement and public input process to encourage partnerships that strengthen agency relationships



2021 Goals & Initiatives: Stewardship

Maintain a state of good repair

●	Initiate an Asset Management Committee to ensure alignment between long range plans, state of good repair priorities, and financial forecast
●	Complete 2021 projects on-time and on-budget
●	Develop SGR metrics to track budget needs, backlog, and completed projects
●	Design long-term strategy for implementing IT systems replacement in alignment with capital plan
●	Finalize Commuter Rail replacement/rehab plan and develop long-term rail replacement strategy SD100 and SD160 light rail fleets



2021 Goals & Initiatives: Stewardship

Demonstrate fiscal responsibility

●	Improve financial reporting processes including enhanced variance analysis and organizational engagement to better utilize data to drive action and inform decisions
●	Identify a secure fare collection system that includes an open payment process and allows for additional future technology flexibility
●	Develop new financial modeling tools to support development of short and long-term Operating and Capital financial plans, financial forecasting and scenario development
●	Identify future funding sources associated with the 5-year capital plan
●	Develop a 10-year forecast of capital needs to improve safety and regulatory compliance, address SOGR, and implement system enhancements, expansion, and improvements



2022 *Draft* Goals & Initiatives: Service

Innovate and Integrate our System

Implement 5-year service plan

Evaluate mobility solutions & software as a service technology options to enhance our service

Kick off phase 1 of Fare system technology replacement project



2022 *Draft* Goals & Initiatives: Service

Deliver Excellence	
	Support service through enhanced capital program/project delivery to meet future service demands
	Deploy UTA strategic framework to increase goal alignment, communication, and awareness
	Conduct customer assessments to improve impact and understanding of our internal/external customers



2022 *Draft* Goals & Initiatives: People

Develop our People	
	Conduct comprehensive total rewards review focused on increasing attraction and retention of employees
	Design optimal plans for UTA training facility
	Launch phase 2 of design and creation of leadership and apprenticeship training programs



2022 *Draft* Goals & Initiatives: People

Cultivate a Diverse and Inclusive Culture	
	Adopt 3-year inclusion and belonging strategy
	Develop transportation and equity metrics with community partners
	Achieve completion of phase 2 - UTA Way deployment and training



2022 *Draft* Goals & Initiatives: Stewardship

Safeguard our Future	
	Deploy risk management program to mitigate Agency risk and ensure regulatory compliance
	Integrate agency long and short-term financial modeling to support cash flow, alternative analysis and near- and long-term financial planning
	Finalize the business plan for FrontRunner to create a system-wide service vision and define short- and long-term investments
	Evaluate and onboard workforce planning program and methodology



2022 *Draft* Goals & Initiatives: Stewardship

Protect our Environment

- | | |
|--|--|
| | Update and improve UTA sustainability plan to include sustainability measures, employee engagement and actions |
| | Complete fixed bus fleet replacement plan aligned with proposed fleet propulsion mix |
| | Activate UTA green team to support sustainability and environmental efforts |
| | Develop strategies to reduce water usage across the Agency |



2022 Budget Process Themes, Challenges, and Opportunities



BUDGET PROCESS

OPERATIONS

CAPITAL

BOARD

MAY

Sales Tax Forecast
Business Planning
Budget Targets
TFP Assumptions

2020 Carryover
2021 Project Aging
Setting up Capital
Budget Process

TFP Assumptions and
Budget Themes
Discussion

JUN

Established 2022 Base
Budget (Budget Targets)

Call for Capital Projects
Developing Priorities

Technical Budget
Adjustment – Capital
Pgm Delivery staffing

JUL

Tentative Budget
Development –
Initiative Development,
Service Addition
Process

Received Capital
Updates and Requests

First Monthly Board
Report on 2021
Project/Program
Delivery

AUG

Initiative Prioritization
and Selection – Draft
2022 Budget Developed

Project Prioritization
Project Selection
Initial Draft 5-Year Plan

5-Year Capital Plan to
Board
Update on Operating
Budget Process



Budget Themes – 5 year funding

MAY 2021 Discussion - SEP 2021 PROPOSED

Budget Theme (UTA Goal)	May	Sep Prop	Diff
• Financial Sustainability (Safeguard our Future)	\$153M	\$160M	\$ 7M
• Restoring Ridership (Innovate and Integrate our System)	\$ 50M	\$85M	\$35M
• Maintain and Replace Assets & Capital Investments (Deliver Excellence)	\$ 70M	\$ 45M	(\$25M)
• UTA's Workforce of the Future (Develop our People)	\$ 10M	\$ 16M	\$ 6M
• Best Run Transit Agency (Deliver Excellence)	\$ 5M	\$ 15M	\$10M
TOTAL	\$288M	\$321M	\$33M

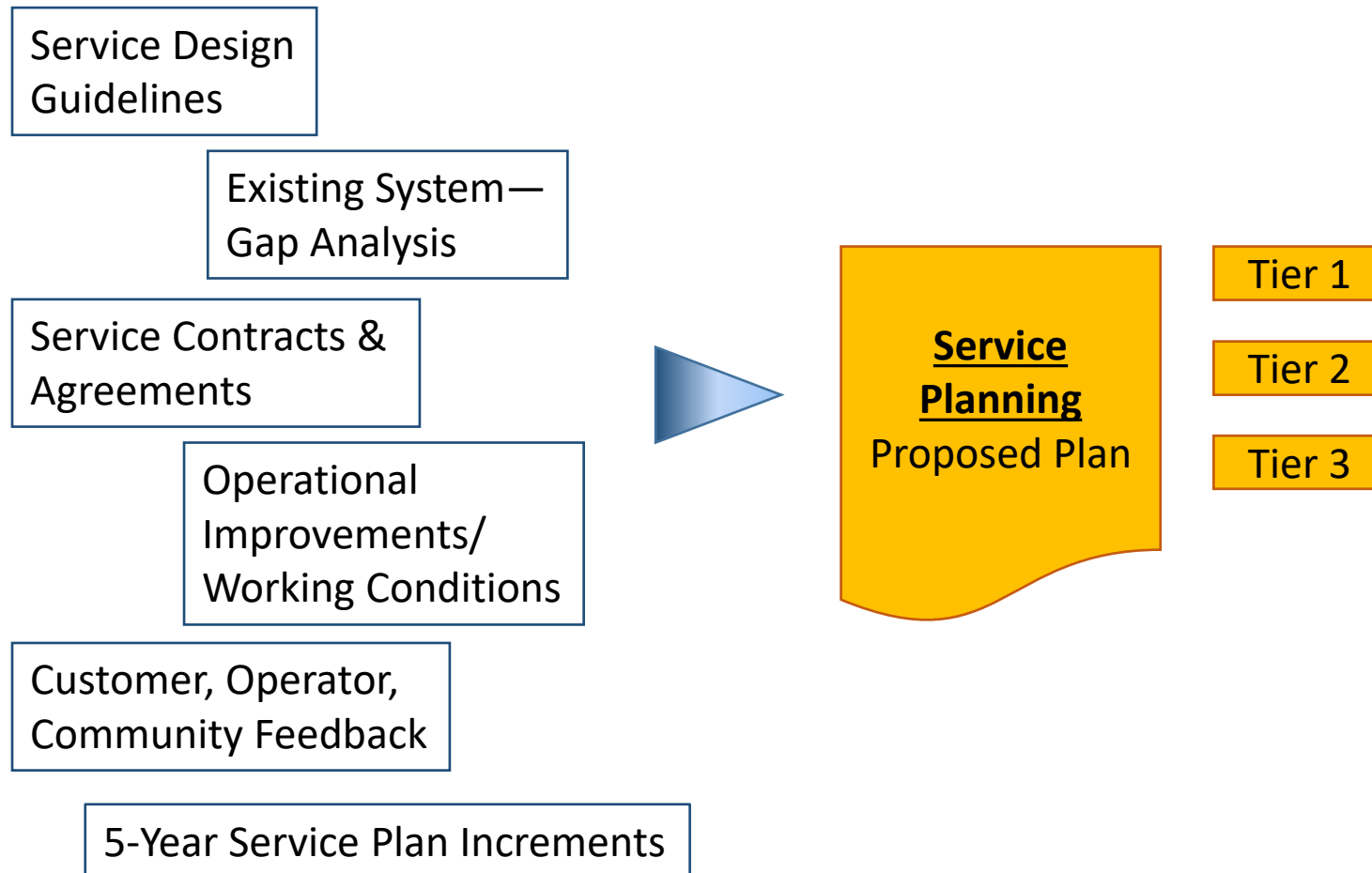


2022 Key Budget Assumptions

- Operating Expenses:
 - Labor - 2.5%
 - Fringe – 4.5%
 - Parts - 5.0%
 - Fuel:
 - Diesel - \$2.50
 - Gasoline - \$2.34
 - CNG DGE - \$1.16
 - Other Expense – 2.0%
- Revenues:
 - Sales Tax – 4.8%
 - Passenger – 13%
 - Stimulus– \$102M



Developing the 2022 Service Request



Service Design Guidelines

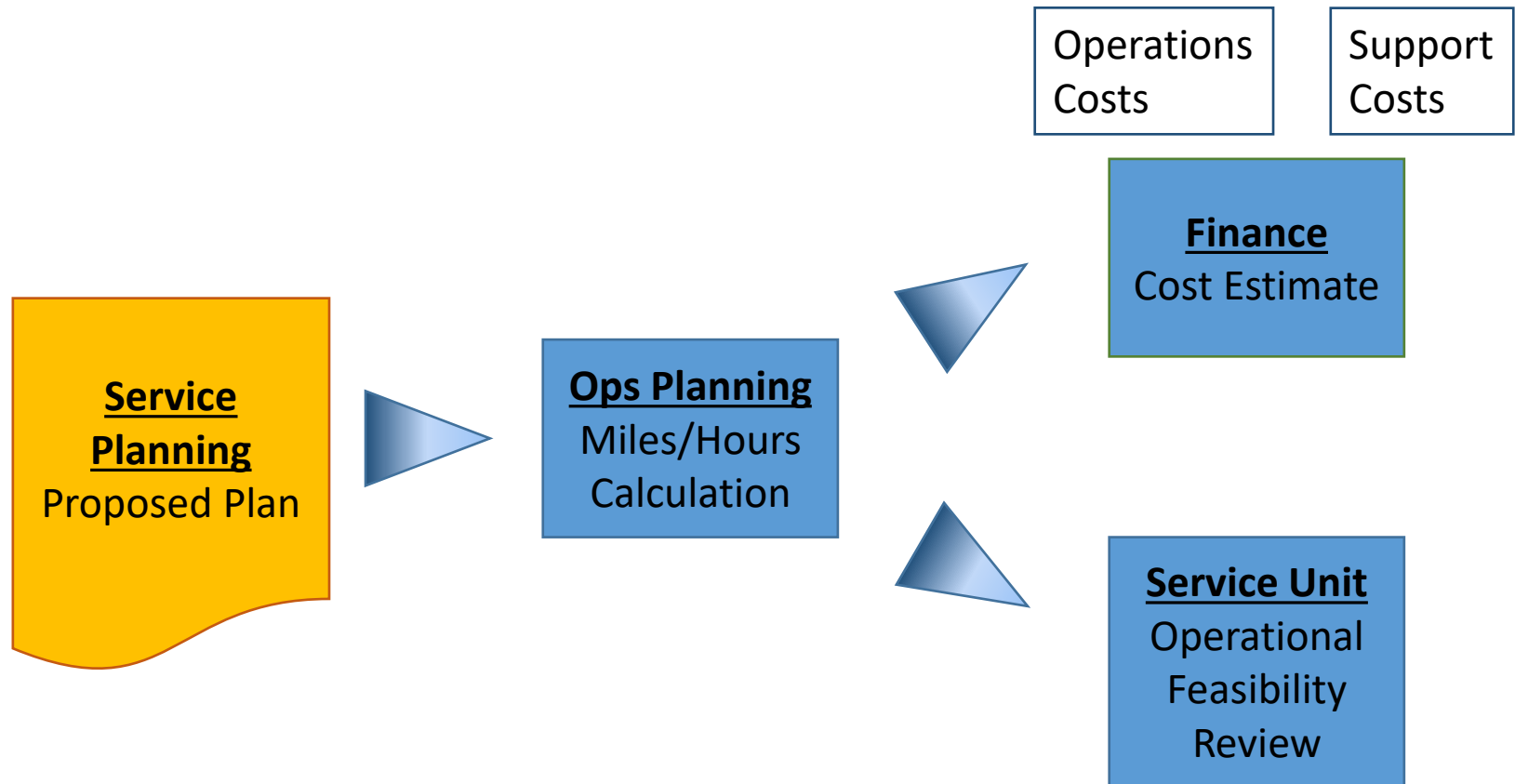
Level of Service	Transit Propensity Index (TPI)	Productivity
15-min Bus	≥ 300	≥ 20 PPH
30-min Bus	≥ 200	≥ 10 PPH
60-min Bus	≥ 100	≥ 10 PPH
30-min Flex	≥ 100	≥ 5 PPH
Peak-hour Bus/Flex	≥ 100	≥ 7 PM/M

PPH: Passengers per hour per vehicle

PM/M: Passenger miles per mile per vehicle



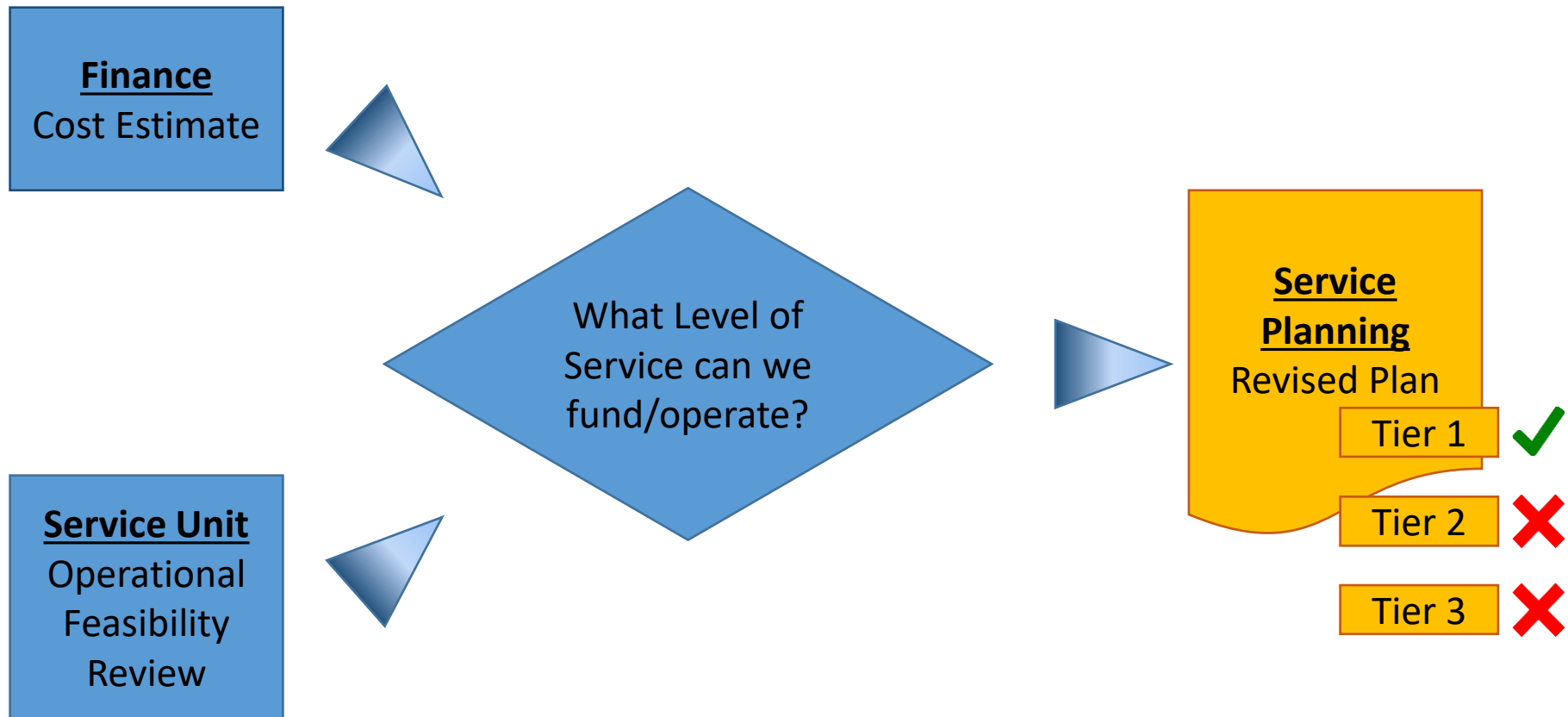
Coordination with Operations and Finance



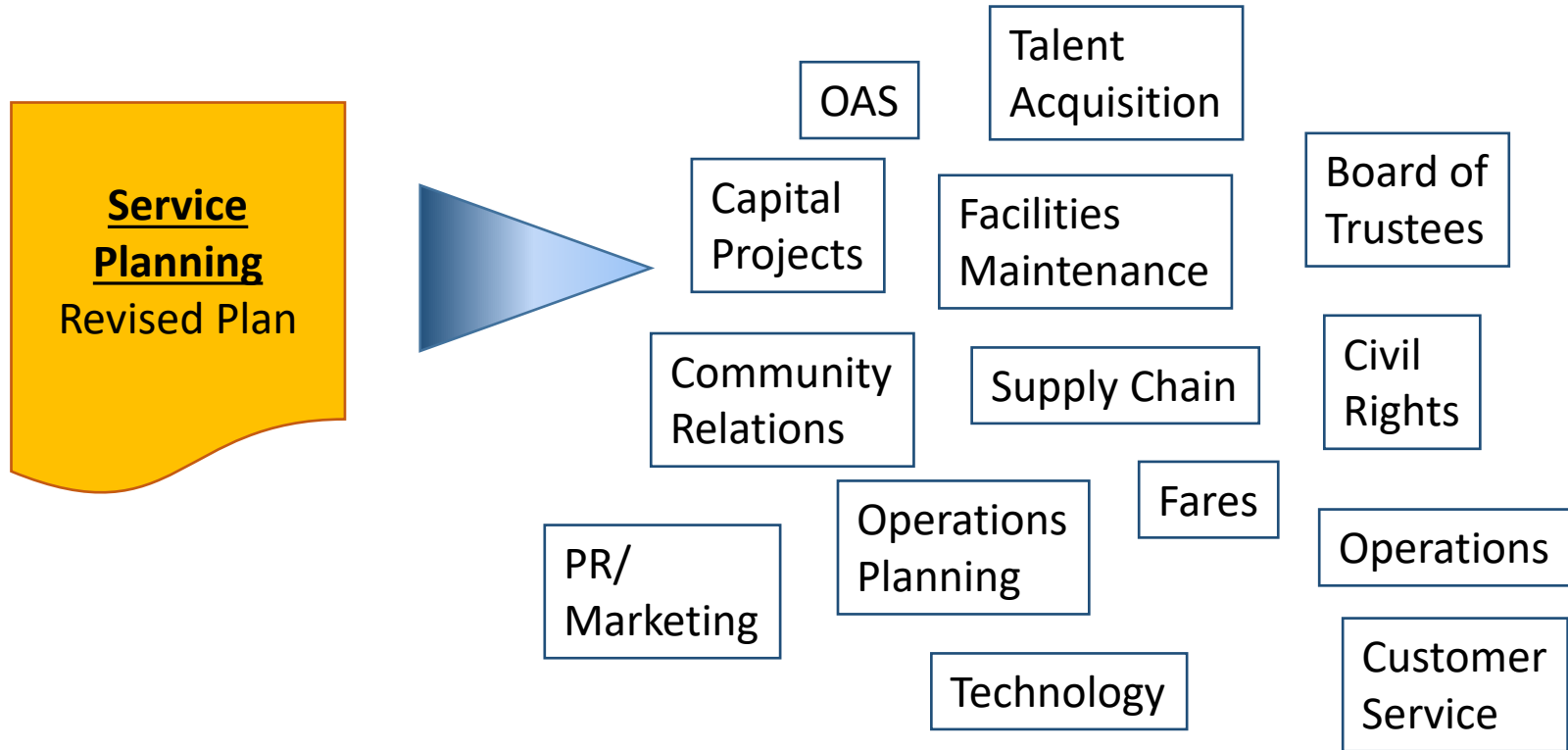
Operational Feasibility Review



Service Prioritization and Selection



Service Additions Impact on the Organization



Cost Impacts

	2022 Est. Cost	Ongoing Annual Est. Cost
Bus Service	\$4,500,000	\$ 7,000,000
Special Services	300,000	600,000
Front Runner	1,000,000	1,500,000
Tooele Valley UTA On Demand	700,000	1,600,000
South Davis UTA On Demand	700,000	1,700,000
Total	\$7,200,000	\$12,400,000



2022 Budget Challenges/Opportunities

Ongoing COVID 19 Recovery

- Fares
- Ridership
- Labor
- Service

Labor

- Labor Market
- Training
- Retention
- Succession Planning
- Apprenticeship
- Labor Agreements

2022 Service Development

- Service Guidelines
- Operations Feasibility Review
- Change ridership patterns
- Staffing Constraints

Financial Stability

- Economic Factors
- Stimulus
- Sales Tax Growth
- Fund Balance



2022 Budget Challenges/Opportunities

Delivering on Commitments

- Capital Project Delivery
- Engineering Resources
- Organizational Support
- Cost Escalation

Partnerships

- Federal
- State
- Local
- Other

Technology

- Aging Systems
- Business Intelligence
- Fare Collection
- Supporting Increased Reliance
- Cyber Security



Sources	Adopted	Projected	Proposed				
	2021	2021	2022	2023	2024	2025	2026
Beginning Balance	\$ 352.1	\$ 333.1	\$ 492.4	\$ 432.8	\$ 374.2	\$ 314.9	\$ 266.0
Sales Tax	\$ 364.1	\$ 401.5	\$ 419.1	\$ 437.2	\$ 455.4	\$ 473.6	\$ 491.8
PM Funds (FTA)	70.5	12.0	36.2	73.9	76.6	75.4	76.9
Stimulus Funds	101.0	205.0	88.0	-	-	-	-
Passenger Revenue	32.0	32.0	36.0	40.7	46.2	52.6	55.3
Capital Sources	127.6	151.4	115.2	266.1	200.6	178.7	102.8
Other Sources	16.8	17.8	19.9	19.6	19.4	18.2	21.2
Total Sources	\$712.0	\$819.6	\$714.3	\$837.6	\$798.3	\$798.5	\$748.1
Uses							
Operating Expense	\$ 326.5	\$ 322.3	\$ 356.1	\$ 400.1	\$ 418.1	\$ 436.7	\$ 455.9
Capital Expense	255.6	174.9	223.6	333.7	271.8	245.5	159.1
Debt Service	146.1	144.5	153.2	163.4	167.0	175.6	182.1
Total Uses	\$728.2	\$ 641.8	\$ 732.9	\$ 897.2	\$ 856.9	\$ 857.8	\$ 797.0
Net Position	\$ (16.2)	\$ 177.8	\$ (18.6)	\$ (59.6)	\$ (58.6)	\$ (59.3)	\$ (48.9)
Reserves	152.4	142.0	158.4	162.1	166.0	170.1	168.6
Unrestricted Fund Balance	\$183.5	\$ 368.9	\$ 343.3	\$ 274.5	\$ 212.1	\$ 148.9	\$ 95.9



2022 Overview

Amended 2021 Budget	2021 One -Time Expenses	2021 Additions		2022 Adjustments		2022 Budget		
		Staffing	Service	Wage and Fringe	Other	2022 Base	2022 Additions	2022 Budget Request
\$ 326,512	\$ (6,748)	\$ 1,247	\$ 3,911	\$ 9,369	\$ 3,471	\$ 337,763	\$ 18,323	\$ 356,086



2022 UTA Operating Budget

Expenses by Office

Office	FY2021 Budget	FY 2022 Budget	Change	% Change
Board	\$2,720,074	\$2,677,442	\$(42,632)	-1.6%
Executive Director	9,890,971	9,445,684	(445,287)	-4.5%
Operations	254,205,987	270,501,615	16,295,628	6.4%
Finance	13,863,537	14,589,315	725,778	5.2%
Service Development	7,274,239	7,781,813	507,574	7.0%
Enterprise Strategy	19,880,699	22,524,933	2,644,234	13.3%
Planning & Engagement	10,649,039	13,086,278	2,437,239	22.9%
People Office	8,027,911	15,478,610	7,450,699	92.8%
Total Division	\$326,512,457	\$356,085,690	\$29,573,233	9.1%



2022 UTA Operating Budget

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Wages	\$158,368,493	\$170,747,523	\$12,379,030	7.8%
Fringe	75,243,781	83,340,042	8,096,261	10.8%
Services	30,393,901	33,167,680	2,773,779	9.1%
Fuel	21,938,262	25,210,783	3,272,522	14.9%
Parts	22,518,325	22,821,044	302,719	1.3%
Utilities	5,962,312	6,396,797	434,485	7.3%
Other O&M	21,419,009	25,064,222	3,645,213	17.0%
Capitalized Costs	(9,331,626)	(10,662,401)	(1,330,775)	14.3%
Total Budget	\$326,512,457	\$356,085,690	\$29,573,233	9.1%



UTA FTE Summary

2021 Budget and 2022 Proposed Budget

Department	2021	2022	Change	Change
	Amended Budget	Proposed Budget	FTE FY21 - FY22	FTE % FY21 - FY22
Board	13.5	13.4	(0.1)	-0.9%
Executive Director	37.5	41.5	4.0	10.7%
Operations	2,211.7	2,285.2	73.5	3.3%
Finance	105.1	113.5	8.4	8.0%
Service Development	45.0	56.0	11.0	24.4%
Enterprise Strategy	105.0	115.0	10.0	9.5%
Planning & Engagement	71.5	73.2	1.7	2.4%
People Office	59.5	84.0	24.5	41.2%
Totals	2,648.8	2,781.8	133.0	5.0%





2022 Budget Presentation

Finance

2022 Proposed Finance Operating Budget

Expenses by Department

Department	FY2021 Budget	FY 2022 Budget	Change	% Change
Supply Chain	\$4,713,937	\$5,155,686	\$441,749	9.4%
Claims & Insurance	3,127,160	3,291,804	164,644	5.3%
Fares	1,452,111	1,531,322	79,211	5.5%
Accounting	1,678,615	1,794,507	115,892	6.9%
CFO	529,895	546,818	16,923	3.2%
Farebox Services	2,025,330	1,795,228	(230,102)	-11.4%
Budget	336,489	473,950	137,461	40.9%
Totals	\$13,863,537	\$14,589,315	\$725,778	5.2%



2022 Proposed Finance Operating Budget

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Wages	\$6,669,010	\$7,391,088	\$722,078	10.8%
Fringe	2,961,559	3,381,654	420,095	14.2%
Insurance	2,382,060	2,481,500	99,440	4.2%
Services	1,195,438	732,486	(462,952)	-38.7%
Capitalized Cost	(70,000)	(361,000)	(291,000)	415.7%
Other O&M	725,470	963,587	238,117	32.82%
Totals	\$13,863,537	\$14,589,315	\$725,778	5.2%



Finance FTE Summary

2021 Budget and 2022 Proposed Budget

Department	2021 Amended Budget	2022 Proposed Budget	Change FTE FY21 - FY22	Change FTE % FY21 - FY22
Supply Chain	51.0	54.0	3.0	5.9%
Claims & Insurance	6.6	7.0	0.4	6.1%
Fares Director	10.0	10.0	-	0.0%
Accounting	16.5	16.5	-	0.0%
CFO	2.0	2.0	-	0.0%
Farebox Services	17.0	20.0	3.1	18.0%
Budget & Financial Analysis	2.0	4.0	2.0	100.0%
Totals	105.1	113.5	8.5	8.0%



Finance

2021 Budget Changes

		2021 Additions		2022 Adjustments		2022 Budget		
Amended 2021 Budget	2021 One -Time Expenses	Staffing	Service	Wage and Fringe	Other	2022 Base	2022 Additions	2022 Budget Request
\$ 13,864	\$ (560)	\$ 129	\$ -	\$ 372	\$ 312	\$ 14,118	\$ 471	\$ 14,589

- Reorganize and repurpose existing organization (2021)
 - Introduce efficiencies in Fare Collection organization
 - Create relationships by embedding Finance staff in Service Development to improve Asset Management and provide dedicated Capital Accounting/Grant Reporting
 - Improve invoice processing and reduce time to pay
 - Improve payroll processing
- Support Program Delivery and improve efficiency
 - Support vehicle overhaul and maintenance program
 - Support Capital Program delivery
 - Connect near and short-term financial planning and improve use of financial data across the Enterprise



Finance

2022 Key Initiatives

- Look for opportunities to enhance long term financial viability of UTA
 - Bond refunding opportunities
 - Support partnership opportunities
 - Create models and BI tools to support financial decision making
- Enhance trust and credibility in UTA Finance Office
 - Improve processing time and customer service on finance functions
 - Provide accurate, timely and complete financial information
 - Manage financial audits and reduce recommendations/findings
 - Address outstanding audit items
 - Continue to strengthen fare collection function



2022 Proposed CFO Operating Budget

Expenses by Department

Department	FY2021 Budget	FY2022 Budget	Change	% Change
CFO Administration	\$422,075	\$434,678	\$12,603	3.0%
SLC Intermodal Hub	69,400	74,260	4,860	7.0%
Ogden Intermodal Hub	38,420	37,880	(540)	-1.4%
Totals	\$529,895	\$546,818	\$16,923	3.2%



2022 Proposed CFO Operating Budget

Expenses by Category

Category	FY2021 Budget	FY2022 Budget	Change	% Change
Wages	\$252,192	\$258,060	\$5,868	2.3%
Fringe	75,923	77,218	1,295	1.7%
Services	75,140	75,300	160	0.2%
Utilities	94,200	103,200	9,000	9.6%
Other O&M	32,440	33,040	600	1.8%
Totals	\$529,895	\$546,818	\$16,923	3.2%
FTE	2.0	2.0	0.0	0%



2022 Proposed Farebox Services Operating Budget Expenses by Department

Department	FY2021 Budget	FY 2022 Budget	Change	% Change
Farebox Services	595,949	865,540	269,591	45.2%
TVM/Farebox Maintenance	1,429,381	929,688	(499,693)	-35.0%
Totals	\$2,025,330	\$1,795,228	\$(230,102)	-11.4%



2022 Proposed Farebox Services Operating Budget

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Wages	\$784,296	\$950,908	\$166,612	21.2%
Fringe	327,840	378,400	50,560	15.4%
Services	661,210	120,710	(540,500)	-81.7%
Parts	182,802	250,000	67,198	36.8%
Other O&M	69,182	95,210	26,028	37.6%
Totals	\$2,025,330	\$1,795,228	\$(230,102)	-11.4%
FTE	17.0	20.0	3.0	17.8%



Farebox Services

2022 Budget Changes

- The Farebox Services Department was restructured in 2021 to increase oversight of fare collection and improve revenue equipment maintenance and repairs.
- The new organization structure moves TVM maintenance from the Fares Department and combines with farebox maintenance and repair functions, creating a nimble approach to servicing and maintaining all fare collection equipment.
- In July 2021, the Board of Trustees approved a technical budget adjustment for an increase of 3 FTE for the revenue equipment maintenance team. The 2021 budget included \$259,000 in contract services for TVM maintenance. This expense was repurposed for the 3 new revenue equipment maintenance technicians.



Farebox Services

2022 Key Initiatives

- Implement departmental structure changes and improve business processes across the department.
- Continue to implement and address outstanding findings of the 2019 RSM Farebox Service Audit
- Support Revenue Collection system replacement project
- Collaborate with Fares Department to improve fare collection and access to the system and increase ridership



2022 Proposed Supply Chain Operating Budget

Expenses by Division

Division	FY2021 Budget	FY 2022 Budget	Change	% Change
Purchasing	\$2,221,285	\$2,300,252	\$78,967	3.6%
Warehouse	2,492,652	2,855,434	362,782	14.6%
Totals	\$4,713,937	\$5,155,686	\$441,749	9.4%



2022 Proposed Supply Chain Operating Budget

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Wages	3,106,638	3,379,376	272,738	8.8%
Fringe	1,445,054	1,679,595	234,541	16.2%
Services	125,468	125,576	108	0.1%
Other O&M	106,777	170,139	63,362	59.3%
Expense Transfer to Capital	(70,000)	(199,000)	(129,000)	184.3%
Totals	4,713,937	5,155,686	441,749	9.4%
FTE	51.0	54.0	3.0	5.9%



Supply Chain

2022 Budget Changes

- Support revenue vehicle overhaul program
 - Two Parts Clerks at Jordan River to support the continued growth in the Overhaul/Sustainability program for the Light Rail fleet, as well as steady growth in parts usage from an aging fleet, and move of MOW parts into inventory at Jordan River this year.
- Support ramp up of Capital Program delivery
 - One Procurement and Contracts Specialist. This person will report to Purchasing but will be dedicated to conducting procurements for the Capital Development and Capital Construction groups.
- Increase \$33,000 for freight budgeted to Supply Chain in 2022 for non-PO related freight charges. This was a Key initiative in 2021 for Supply Chain to provide better management and oversight of these charges going forward. 2021 was a pilot year to gauge budget for 2022.



Supply Chain

2022 Key Initiatives

- Implement new Requisition to Purchase Order automated software. Expedites the quoting process for JDE inventory parts, thus allowing Supply Chain to maintain current Buyer staffing levels.
- Align parts clerk shifts at Jordan River to match maintenance work schedules and provide 24/7 parts-counter coverage.
- Work with Accounting and other agency partners to streamline procurement process and improve program delivery



2022 Proposed Claims & Insurance Operating Budget Expenses by Category

Category	FY2021 Budget	FY2022 Budget	Change	% Change
Wages	\$445,044	\$473,244	\$28,200	6.3%
Fringe	200,956	214,960	14,004	7.0%
Claims Paid	1,156,999	1,200,000	43,001	3.7%
Recovery	(800,000)	(500,000)	300,000	-37.5%
Services	80,000	100,000	20,000	25.0%
Other O&M	2,044,161	1,803,600	-240,561	-11.77%
Total	\$3,127,160	\$3,291,804	\$164,644	5.3%
FTE	6.6	7.0	0.4	6.1%



Claims and Insurance

2021 Budget Changes

- In 2021, Board approved changing a part-time employee to full time to manage Rideshare Self-Insurance. Adding an additional 20 hours per week to this existing position is an efficient way to support the program and the processing of claims
- Large increases in premiums in the Corporate Insurance Program offset by moving the Rideshare Program to self-insurance.
- Continue to look for efficiencies and cost saving measures while mitigating agency risk.



Claims and Insurance

2022 Key Initiatives

- Implementation of Insurance Certificate Tracking system
- Revise policies for:
 - Handling of Non-contractual Claims Documents
 - Processing Applications for Writs of Garnishment
 - Lawsuits and Legal Documents Handling
 - Requests for Charter Service and Free Service
- Actuarial Study of UTA Self-Insurance Program – include primary layer of Public Officials E&O
- Valuation of at least three UTA facilities
- Revise Contractual Liability Manual – contract language



2022 Proposed Fares Operating Budget

Expenses by Department

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Fare Strategy & Operations	\$789,632	\$847,974	\$58,342	7.4%
Business Development & Sales	487,817	490,320	2,503	0.5%
Fares Director	174,662	193,028	18,366	10.5%
Totals	\$1,452,111	\$1,531,322	\$79,211	5.5%



2022 Proposed Fares Operating Budget

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Wages	\$809,940	\$828,828	\$18,888	2.3%
Fringe	356,568	378,520	21,952	6.2%
Services	138,720	172,720	34,000	24.5%
Other O&M	146,883	151,254	4,371	3.0%
Totals	\$1,452,111	\$1,531,322	\$79,211	5.5%
FTE	10.0	10.0	0.0	0.0%



Fares

2022 Budget Changes

- TVM maintenance moved to Farebox Services to improve efficiency and position the organization to maintain the system of the future



Fares

2022 Key Initiatives

- Evaluate base fare rates and create a fare policy to include processes and procedures for future fare changes
- Prepare and present a 2021 Annual Fares Report
- Review, evaluate, negotiate, and finalize new ED contracts
- Continue work to improve and standardize fare agreements



2022 Proposed Accounting Operating Budget

Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Wages	\$1,043,680	\$1,076,640	\$32,960	3.2%
Fringe	473,624	492,702	19,078	4.0%
Services	104,900	128,180	23,280	22.2%
Other O&M	56,411	96,985	40,574	71.9%
Totals	\$1,678,615	\$1,794,507	\$115,892	6.9%
FTE	16.5	16.5	0.0	6.1%



Accounting

2022 Budget Changes

Enhance FLHQ customer service and building safety and security by transitioning duties to a Security guard – approved in a 2021 Technical Budget Adjustment

Strengthened Capital Asset management and transitioned asset accountant to new Asset Management Team in Service Development

Strengthened A/P group by changes in roles and responsibilities

Improving payroll practices and process – leveraging KRONOS capabilities

Supporting grant management reporting through consolidation in Service Development



Accounting

2022 Key Initiatives

Accounting will focus on decreasing the days it take to pay a vendor with the goal to cut payment time in half

Accounting will dig into the new timekeeping system and existing OWATS to control errors and continue to train and follow-up on payroll processes organization wide.



2022 Proposed Budget & Financial Analysis

Operating Budget Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	% Change
Wages	\$227,220	\$424,032	\$196,812	86.6%
Fringe	81,594	160,259	78,665	96.4%
Services	10,000	10,000	-	0.0%
Capitalized Cost		(162,000)	(162,000)	
Other O&M	17,675	41,659	23,984	135.7%
Totals	\$336,489	\$473,950	\$137,461	40.9%
FTE	2.0	4.0	2.0	100%



Budget and Financial Analysis

2022 Budget Changes

- Addition of a Senior Financial Analyst to provide financial modeling and financial analysis/reporting support to improve data driven decision making. 2022 Focus on building, maintaining, and documenting near and long-term models. Will lead maintenance and revamp of Financial Equity, Subsidy Per Rider and other modeling. Will also help Finance organization build and run Business Intelligence tools to improve decision making. Expected impact on 2022 Budget: \$150,000.
- Addition of a Senior Financial Analyst to support expanded Capital program. Will help develop, maintain and run long range capital planning model, refined capital reporting, budgeting and allocation process for organization. Net impact on operating budget will be minimal, as funding will be provided by Capital Budget. Expected impact on Capital Budget \$140,000



Budget and Financial Analysis

2022 Key Initiatives

- Improve financial reporting and monitoring through creation of tools and better use of financial data.
- Produce updated long-range financial model to replace Transit Financial Plan. Use this model to produce timely long-range plans to Board and Executive Team on scheduled basis, as well as interim 'what if' analysis.
- Work to refine capital budgeting and planning with capital model and other capital budgeting support.
- Improve documentation and tracking of capital budget in budget documents, Board reports and financial report.





2022 Budget Presentation

Enterprise Strategy

2022 Proposed Enterprise Strategy Operating Budget Expenses by Department

Category	FY2021 Budget	FY 2022 Budget	Change	%
Enterprise Strategy	\$978,905	\$1,734,108	\$755,203	77.1%
Information Technology	16,373,414	18,001,077	1,627,663	9.9%
Operations Analysis	2,528,380	2,789,748	261,368	10.3%
Totals	\$19,880,699	\$22,524,933	\$2,644,234	13.3%



2022 Proposed Enterprise Strategy Operating Budget Expenses by Category

Category	FY2021 Budget	FY 2022 Budget	Change	%
Wages	\$8,763,168	\$9,663,023	\$899,855	10.3%
Fringe	3,533,660	4,045,609	511,949	14.5%
Services	5,854,896	6,886,045	1,031,149	17.6%
Utilities	686,495	827,736	141,241	20.6%
Other O&M	1,042,480	1,102,520	60,040	5.8%
Totals	\$19,880,699	\$22,524,933	\$2,644,234	13.3%



Enterprise Strategy FTE Summary

2021 Budget and 2022 Proposed Budget

Department	2021	2022	Change	Change
	Amended Budget	Proposed Budget	FTE FY21 - FY22	FTE % FY21 - FY22
Enterprise Strategy	6.0	12.0	6.0	100.0%
Operations Analysis	24.5	25.5	1.0	4.1%
Information Technology	74.5	77.5	3.0	4.0%
Totals	105.0	115.0	10.0	9.5%



Enterprise Strategy Office

2022 Budget Changes

		2021 Additions		2022 Adjustments		2022 Budget		
Amended 2021 Budget	2021 One -Time Expenses	Staffing	Service	Wage and Fringe	Other	2022 Base	2022 Additions	2022 Budget Request
\$ 19,881	\$ -	\$ 501	\$ -	\$ 452	\$ 132	\$ 20,966	\$ 1,558	\$ 22,525

- Transferred 5 FTE
- Added 5 FTE
- Increase Contract Services ~\$1M



2022 CESO Operating Budget

Expenses by Category

	FY2021 Budget	FY 2022 Budget	Change	%
Wages	\$542,280	\$976,392	\$434,112	80.1%
Fringe	232,476	388,193	155,717	67.0%
Services	143,190	260,215	117,025	81.7%
Other O&M	60,959	5,605	48,349	79.3%
Total CESO	\$978,905	\$1,734,108	\$755,203	77.1%
FTE	6.0	12.0	6.0	100%



CESO

2022 Budget Changes

- Transferred the Records Management Team to CESO – 4 FTE (2021)
- Transferred Sr. Org Dev Consultant to CESO – 1 FTE (2021)
- Add Risk Program Administrator – 1 FTE (2022)
- Contract Services to support key initiatives within ESO – \$130K (2022)



CESO

2022 Key Initiatives

- Annual Employee Engagement Survey
- Complete Year 2 of UTA Way Training & Establish Sustainability Plan
- Stand up Enterprise Risk Management Program
- Complete Real Estate/TOD Legacy Records Project
- Move into the Records Assessment Center
- Deploy UTA Strategic Framework across UTA
- Launch Policy SharePoint site



2022 Information Technology Operating Budget

Expenses by Department

	FY2021 Budget	FY 2022 Budget	Change	%
IT Director	\$6,024,741	\$6,907,039	\$882,298	14.6%
Info Security	690,432	693,548	3,116	0.5%
Project Management	558,017	574,766	16,749	3.0%
Bus Communications	1,031,400	1,203,048	171,648	16.6%
Enterprise Systems	1,395,161	1,530,694	135,533	9.7%
App Development	2,103,520	2,062,212	(41,308)	-2.0%
Network Support	3,290,452	3,701,235	410,783	12.5%
Radio Communications	1,106,904	1,150,828	43,924	4.0%
Quality Assurance	172,787	177,707	4,920	2.8%
Total Department	\$16,373,414	\$18,001,077	\$1,627,663	9.9%



2022 Information Technology Operating Budget

Expenses by Category

	FY2021 Budget	FY 2022 Budget	Change	%
Wages	\$6,485,916	\$6,795,165	\$309,249	4.8%
Fringe	2,609,563	2,865,503	255,940	9.8%
Services	5,657,501	6,576,625	919,124	16.2%
Utilities	674,733	810,633	135,900	20.1%
Other O&M	884,701	892,151	143,350	16.2%
Total Department	\$16,373,414	\$18,001,077	\$1,627,663	9.9%
FTE	74.5	77.5	3.0	4.0%



Information Technology

2022 Budget Changes

- Increase in utilities to support second data circuit, redundant links and cellular data to support TMS/MDD tablets – \$132K (2022)
- Contract Services – \$909K (2022)
 - One-time associated with conversion to MS O365 – \$530K (funded from 2021 Carryforward)
- Added Technical Support Specialist – 1 FTE (2022)
- Added IT Operations Support Supervisor – 1 FTE (2022)
- Added Field Service Technician – 1 FTE (2022)



Information Technology

2022 Key Initiatives

- TMS – complete the installation of new Tablets in the bus fleet to round out the CAD/AVL/MDD project
- Begin the Fares System replacement program
- Complete the Office 365 implementation, email migration and user training
- Replace the primary data Storage Area Network (SAN) appliance for State of Good Repair
- Implement the Security Operations Center as a Service (SOCaaS) and Cyber Incident Response



2022 Operations Analysis Operating Budget Expenses by Department

	FY2021 Budget	FY 2022 Budget	Change	%
Operations Analysis	\$1,976,816	\$2,220,756	\$243,940	12.3%
Data Quality/Ridership	551,564	568,992	17,428	3.2%
Total Department	\$2,528,380	\$2,789,748	\$261,368	10.3%



2022 Operations Analysis Operating Budget

Expenses by Category

	FY2021 Budget	FY 2022 Budget	Change	%
Wages	\$1,734,972	\$1,891,466	\$156,494	9.0%
Fringe	691,621	791,913	100,292	14.5%
Services	54,205	49,205	(5,000)	-9.2%
Other O&M	47,582	57,164	9,582	20.1%
Total Group	\$2,528,380	\$2,789,748	\$261,368	10.3%
FTE	24.5	25.5	1.0	4%



Operations Analysis & Solutions

2022 Budget Changes

- Add one-time \$70,000 wages/benefits (2022)
- Added Business and Quality Analyst – 1 FTE (2022)



Operations Analysis

2022 Key Initiatives

- Ensure compliance with FTA/State reporting requirements in ridership and service data
- Develop UTA data strategy and roadmap to support UTA's information needs
- Improve solution request review and prioritization process
- Improve mission critical business systems client experience and develop plan for business continuity

